30 July 1953

MEMORANDUM FOR: Chief, Plans and Programs Staff

SUBJECT: Machine Records of PER Abstracts

1. The objective and the method. The Personnel Planning Staff is preparing, under the supervision of Mr. ███████████, a complete 25X1A9a set of coded IBM cards based on extant Personnel Evaluation Reports. These cards are to be so coded that a series of machine runs could produce the information shown on Attachment A. The object is to obviate the necessity of leafing through perhaps thousands of files, active and inactive, in order to determine which individuals possess certain capabilities, desires, or qualifications.

2. Information indicated by the machine runs would be only sketchy at first. For example, in Item D of Attachment A, only those categories indicated could be represented by a machine run. However, in Item E, a coding system is capable of showing 99 separate and distinct fields of work. Item J, as another example, can show, under "Training", any course in TR(S) and TR(G) recommended on the PER of any individual.

3. Current status of the Project. As of this date only 3500 PER's have been coded. The two men who were engaged in the work have left it, and work is proceeding at the rate of 150 per day. Mr. ██████ 25X1A9a expects, nevertheless, that the entire backlog of departmental PER's will be completed by the end of this summer. As the PER's come in from the field, they will be coded and incorporated into the system. Because of the present lack of these reports from the field, Mr. ██████ expects 25X1A9a that a machine run a year from now will prove infinitely more valuable than a run at the present time.

4. As the methods exist now, it is possible to code only one recommended course per individual. If a supervisor, for example, should recommend more than one course on a PER, this type of information could not be recorded. Experience so far has shown, however, that the big problem is to make supervisors recommend courses of training concretely and by name, or even to make them recommend training at all when needed.

5. Usefulness of the system to TR(S). Attachment B shows the code key for TR(S) courses, the numbers of which would appear in the fourth slot under Item J on Attachment A. It is possible to make a machine run of these code numbers alone, thus effectively showing the number of individuals recommended for each course thereon listed. Subject to the qualification presented in paragraph #4 above, such a run once each year could help this office in projecting its training load, budget

estimates, and the necessary frequency of training courses.

6. Recommendations. At the end of the summer, when the coding
of departmental PER's will probably be completed, TR(S) should ask for
a machine run on Item J of Attachment A. It is the opinion of the under-
signed that, while a cmachine run sooner than that would produce very
little, a run at that time might produce figures which would at least
be of historical interest to our successors in this office. What
training has actually been recommended could be seen at a glance, and
it would give us some indication of where we stand in future planning.
This office should also request that we be informed as soon as the
field PER's are coded, and an additional run on Item J should be
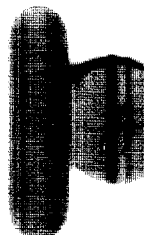requested at that time. After that, a yearly or semi-annual run should
be made.

7. In the meantime, a glance at Attachment B will show that the
list is somewhat obsolete, principally because of its inclusion of
Phase IV. The inclusion of TSS courses is necessary, whether or not
these courses have now been transferred; their appearance with TR(S)
courses in this list is only for the sake of convenience, since many
PER's have already been coded. This office should make recommendations
25X1A9a   to Mr. ███████ directly concerning inclusions and exclusions of courses
in order to bring the list more up to date. One specific recommendation
should be the inclusion of the BIC/SUP, listed as a separate course,
in place of Phase IV. In the opinion of the undersigned many super-
visors are likely to consider it as a unit and recommend it as much.

25X1A9a

Attachments: A and B

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